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15 October 1953

MEMORANDUM FOR: COLONEL WHITE

1. As you requested, I am commenting on the pamphlet forwarded to Mr. Dulles by Chairman Young of the Civil Service Commission in connection with the recent reorganization of that agency.

2. The reorganization of the Civil Service Commission further reflects a general shift in the Commission's concept of its mission which has been taking place for about 10 years or so. Historically, the Civil Service Commission has concerned itself with the review of every single personnel action effected throughout the Federal government except, of course, for those positions not covered under the Civil Service Act. Just before World War II a great mass of criticism began to develop, both in and out of the government, with respect to what was generally described the preoccupation of the Commission with functioning in a police role. It was pointed out that the Commission gave little if any general leadership for effective personnel management in Federal agencies at any level from the first-line supervisor to the agency head. The Commission began to respond to the criticism and bit by bit has delegated more responsibility to Federal agencies to approve their own individual personnel actions. In the 1930's it was necessary generally to get prior Civil Service Commission approval to promote a clerk from Grade GS-3 to GS-4, for example. The Commission has now changed over so much that only in very rare cases is it necessary for a Federal agency to have approval from the Commission to take any personnel action affecting employees. What the Commission has done is to concentrate instead on the issuances of standards (such as qualification standards to be followed in promoting or reassigning employees, and classification standards to govern the establishment of individual positions by and within the separate Federal agencies).

3. The Commission's new organization is responsive to the change-over from a mission of "doing" personnel operations to one which is more concerned with planning, researching and providing government-wide leadership in personnel administration. Greater recognition is given to the function of setting standards and inspecting individual agencies to determine compliance within such agencies to the standards promulgated by the Commission.

4. Through the reorganization a substantial reduction has been made in the number of officials reporting directly to the Executive Director. Five major bureaus have been established. One of these bureaus (Bureau of Management Services) consolidates most of the central administrative

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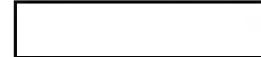
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service activities performed in the Commission. Provision is made, however, for each of the other four bureaus to perform such administrative services (budgeting, personnel, procedural studies, property and space control and utilization, etc.) as are required for the support of their own functions. In a sense, therefore, the Commission's new organization follows the same general organizational principles as those adopted by the Central Intelligence Agency. It may be of further interest to note, however, that the chief law officer and the security officer are not included in the central Bureau of Management Services but instead report directly to the Executive Director, as does also the public relations officer.



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